

WILDLIFE CRIME TECH CHALLENGE

Monitoring and Evaluation Plan

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1.0 Key Terms and Definitions

Acceleration Partnership: any agreement between a Prize Winner and a stakeholder that consists of a mutually agreed set of actions to accelerate a respective solution to scale.

Acceleration Work Plan: a roadmap to be developed by Prize Winners, in consultation with the CIT, for accelerating their solutions. It will be based on a diagnostic of needs, include a clear strategy for meeting those needs, and incorporate an appropriate pathway to scale.

Application: unless preceded by the word “Prize” or “Grand Prize”, refers to a Concept Note application for the purposes of this document.

Appropriate Technology: a technology solution deemed applicable to one of the four Challenge issues.

Concept Note: a Concept Note is a concise summary of an applicant’s solution, and served as the first stage application for WCTC. The Concept Note includes: (1) demographic information about the applicant or the applicant’s organization; (2) a comprehensive description of the solution; (3) statement(s) of how the solution addresses the Challenge issues and problem areas; and (4) a description of how the solution might scale to reach a significant number of users.

Grant Agreement: the contractual document between the grantee and Integra, on behalf of USAID, which outlines the terms and conditions of the award and, upon completion, enables the disbursement of funds to the grantee.

Klout Score: a measure of overall influence on a scale of 1 to 100, with 100 being the most influential, based on an analysis of one or multiple social networks based on engagement.

Milestones: predetermined benchmarks set out in the Prize Winner’s Acceleration Work Plan and/or Grand Prize Winner’s grant agreement which indicate progress achieved towards the acceleration to scale or scaling.

Portfolio: refers to the set of Concept Note applications received.

Prize Package (or Prize): The package of financial and technical support to be awarded to Prize Winners. The Prize Package will consist of a \$10,000 cash prize, recognition, technical and networking support, and the opportunity to apply for a Grand Prize. The award package also includes travel costs to an in-person award event.

Product Development: a stage of innovation where a concept that has been validated technically refines its features and business plans and successfully enters a market.

Solutions with potential: a proposed solution for which a Finalist is selected as a Prize Winner by USAID.

Proof of Concept: a stage of innovation where the basic technical and financial feasibility of an approach has been articulated, but where an initial model remains to be built and/or validated through testing.

Technology Versions: public releases of software developed by Prize or Grand Prize Winners.

Quality Application: any Concept Note Application that passes the vetting stage (shortlisting and eligibility review processes) and proceeds to technical review.

Reference Documents: the Challenge Frequently Asked Questions, Terms and Conditions, or any of the four Challenge Issue Briefs.

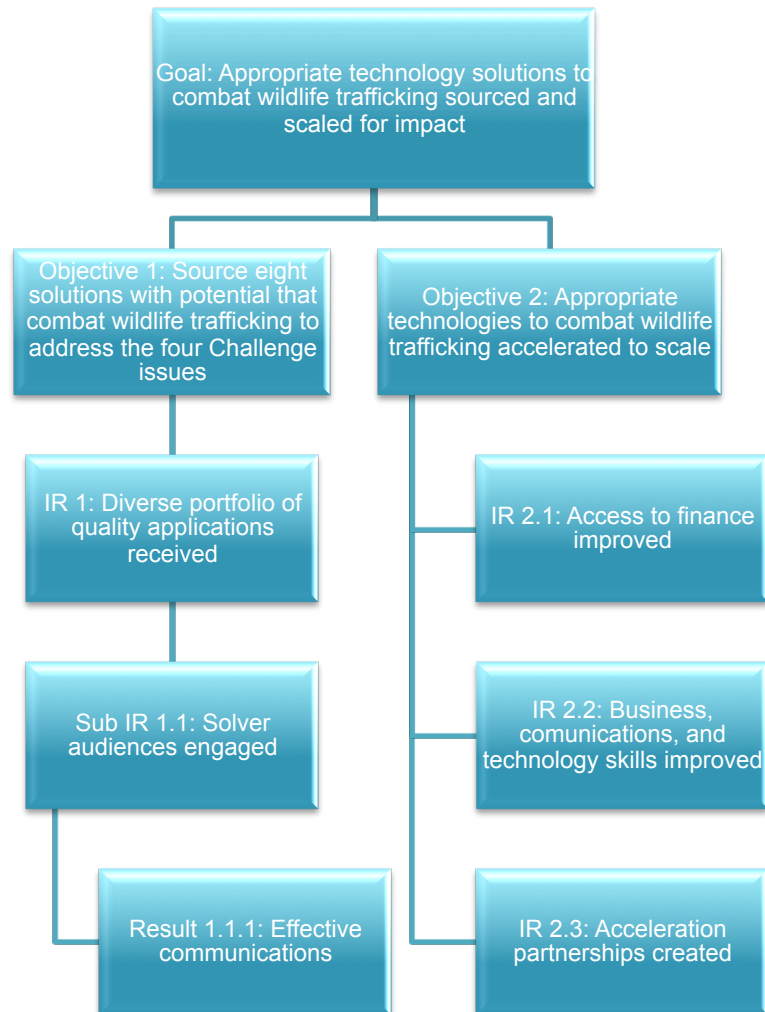
Registered Applicants: individuals or organizations that create an applicant profile on the Challenge dashboard.

Scaling: a stage of innovation where a product or service has successfully entered a market and is either expanding its number of users or entering additional markets.

Stage of Innovation: refers to the group of three separate steps along the path of deploying an innovation - proof of concept, product development, or scaling.

Winners: Applicants with successful Prize Applications and/or Grand Prize Application.

2.0 Monitoring and Evaluation Framework



3.0 Performance Monitoring Table

Wildlife Crime Tech Challenge Goal:
Appropriate technology solutions to combat wildlife trafficking sourced and scaled for impact

Performance Monitoring Table			
Objective 1: Source eight solutions with potential that combat wildlife trafficking to address the four Challenge issues			
Indicator 1: Number of Prize Packages awarded that address the four Challenge issues		Target: 8	
Results	Indicators	Target	Data source
Intermediate Result 1: Diverse portfolio of quality applications (Concept Notes) received	a. Percentage of quality applications received	40%	Challenge dashboard
	b. Percentage of quality applications that advance to the judging panel	40%	Challenge dashboard
	c. Percentage of applications from applicants new to USAID	50%	Challenge dashboard
	d. Percentage of applications from applicants without prior experience in combatting wildlife trafficking	50%	Challenge dashboard
	e. Percentage of applications from female applicants	25%	Challenge dashboard
	f. Percentage of applications from low income, lower-middle income, and upper-middle income countries ¹	40%	Challenge dashboard
	g. Percentage of applications which are applicable to marine species	51%	Challenge dashboard
	h. Percentage of applications from each stage of innovation	≥20%	Challenge dashboard
Sub Intermediate Result 1.1:	a. Number of applicant registrations	350	Challenge dashboard

¹ As defined by the World Bank as of November 16, 2015

Solver audiences engaged	b. Percentage of registered applicants that submit Concept Notes	35%	Challenge dashboard
Result 1.1.1: Effective communications	a. Klout score	55	Klout.com
	b. Number of social media followers	1,700	Social media accounts
	c. Number of unique website visitors	35,000	Google analytics
	d. Number of online mentions by partners and social media followers	975	Outreach tracker
Objective 2: Appropriate technologies to combat wildlife trafficking accelerated to scale			
Indicator 2: Technologies accelerated from one stage of innovation to the next		Target: 2	
Results	Indicators	Target	Data source
Intermediate Result 2.1: Access to finance improved	a. Dollars of scale resources leveraged	\$100K	Scale Advisors
Intermediate Result 2.2: Business, communications, and technology skills improved	a. Number of new winning technology versions released	5	Scale Advisors
	b. Average monthly increase in winner website traffic	25%	Scale Advisors
	c. Number of scaling milestones completed	25	Scale Advisors
	d. Percentage of Prize Winners that receive technical assistance that report improvements in business, communications or technology skills attributed WCTC	80%	Scale Advisors
Intermediate Result 2.3: Acceleration partnerships created	a. Number of acceleration partnerships created	5	Scale Advisors

4.0 Monitoring Narrative

Objective 1 – Source eight solutions with potential that combat wildlife trafficking to address the four Challenge issues
Indicator 1 – Number of Prize Packages awarded that address the four Challenge issues
<p><i>Description of indicators and measurement units</i></p> <p>The number of Prize Packages awarded that address the four Challenge issues is defined as the number of completed grant agreements signed by the Chief of Party and the Prize Winners.</p>
<p><i>Justification of targets</i></p> <p>Number of Prize Packages awarded that address the four Challenge issues (8): The Challenge set this target based on the eight solutions required to meet Objective 1 of the project.</p>
<p><i>Source of data and descriptions of obtaining data</i></p> <p>The Grants Manager will be the source of data for this indicator. All completed grant agreements will be filed within Integra's grants management system.</p>
<p><i>Assumptions and constraints</i></p> <ul style="list-style-type: none"> • Prize Winners will agree to the terms and conditions set forth in the grant agreement. • Quality Concept Notes will result in Prize Applications that warrant Prize Packages.
Intermediate Result 1 – Diverse portfolio of quality applications received
Indicators 1a through 1h
<p><i>Description of indicators and measurement units</i></p> <p>A quality application is defined as any Concept Note that passes the vetting process (shortlisting and eligibility review) and advances to technical review. Diversity will be represented by the groups of applicants and corresponding indicators listed below:</p> <ol style="list-style-type: none"> The percentage of quality applications received – the percentage of all Concept Notes received that pass the vetting process and advance to technical review; The percentage of quality applications that advance to the judging panel – the percentage of quality applications that pass the vetting process and technical review, and are selected to advance to the judging panel; The percentage of applications from applicants new to USAID – the percentage of applications from applicants that indicate they have not received previous funding from USAID; The percentage of applications from applicants without prior experience in combating wildlife trafficking – the percentage of applications from applicants that indicate they

<p>have not previously been involved in combating wildlife trafficking;</p> <ul style="list-style-type: none"> e) The percentage of applications from female applicants – the percentage of applications from individual applicants that indicated they were women, out of all applicants who identified their sex. This indicator does not apply to organizations, as organizations were not asked to identify their sex; f) The percentage of applications from low income, lower-middle income, and upper-middle income countries – the percentage of solutions which were submitted by individuals or organizations in countries defined by the World Bank as low income, lower-middle income, or upper-middle income; g) The percentage of applications which are applicable to marine species – the percentage of solutions that can be applicable to marine species, which includes applications that are applicable to marine species only and those that are applicable to both marine and terrestrial species; and h) The percentage of applications from each stage of innovation - the percentage of solutions from each stage of innovation (proof of concept, product development, or scaling) as indicated within each application.
<p><i>Source of data and descriptions of obtaining data</i></p> <p>All data regarding applicants and submitted applications will be obtained via the Challenge website management dashboard.</p>
<p><i>Justification of targets</i></p> <ul style="list-style-type: none"> a) Percentage of quality applications received (40%): This target was set based on the understanding that it is common within prize competitions for the majority of applications not to meet minimum criteria. James Johnson, Systems Innovator of NASA's Mars Balance Challenge mentioned this, citing that 60% of applications received did not meet their minimum criteria.² b) Percentage of quality applications that proceed to the judging panel (40%): While there was no precedent available to set this target, one can anticipate that prize competitions with high barriers to entry will result in better quality applications (albeit fewer submissions) than those with low barriers to entry. Given the fact that the Challenge purposefully set a low barrier to entry for this competition (in order to attract more applicants), we anticipate that the majority of applications will not score high enough to proceed to the judging panel. Accordingly, the target was set at 40%. c) Percentage of applications from applicants new to USAID (50%): The Challenge aims to reach an audience of diverse solvers, including individuals and organizations new to working with USAID. Accordingly, given that many existing USAID implementing

² Discussed during DigitalGov University's webinar, entitled "Judging Prize Competitions: Best Practices and Lessons Learned".

partners are likely to be informed of the Challenge and apply, a target of 50% was set to reach a relatively large pool of applicants new to USAID.

- d) Percentage of applications from applicants without prior experience in combating wildlife trafficking (50%): The Challenge aims to reach an audience of diverse solvers, including a mix of applicants working both within and outside the field of combating wildlife trafficking, to represent both subject matter expertise and different perspectives from outside fields. Given that applicants already addressing wildlife trafficking are more likely to be informed about the Challenge, a 50% target was set to reach a relatively large pool of applicants from outside fields.
- e) Percentage of applications³ from female applicants (25%): This target was set based on the current representation of women in science, technology, and innovation.⁴
- f) Percentage of applications from applicants in low income, lower-middle income, and upper-middle income countries (40%): Because applications are only accepted in English, the majority of applicants are likely to come from high-income countries. Nonetheless, the Challenge aims to attract a large pool of applicants from low, lower-middle, and upper-middle income countries.
- g) Percentage of applications applicable to marine species (51%): The Challenge hopes to attract solutions that not only target terrestrial species but also marine wildlife. A target of 51% was set to ensure that solutions applicable to marine species are adequately represented.
- h) Percentage of applications from each stage of innovation ($\geq 20\%$): In prize competitions, the majority of applications come from the Proof of Concept stage of innovation. However, innovations at this stage are less likely to scale within the project timeframe. Therefore, the Challenge aims to limit Proof of Concept solutions, to 60% of applications, leaving at least 20% from the other two stages, Product Development and Scaling. Accordingly, this target was set at greater than or equal to 20% for each stage.

Assumptions and constraints

- The Concept Note application process is easily understood and not overly burdensome.
- The Terms and Conditions are deemed fair and reasonable by applicants.
- All registered applicants intend to submit a Concept Note.
- The majority of individual applicants will indicate whether they are male or female.
- Concept Note applicants are capable of developing quality solutions.
- The Challenge design is effective.

³Refers to applications from individuals in which applicants opted to identify their sex

⁴ Based on the findings of the National Assessments on Gender Equality in the Knowledge Society: Gender in science, technology and innovation. The project is a joint initiative of Women in Global Science and Technology (WISAT) and the Organization for Women in Science for the Developing World (OWSD).

Intermediate Result 1.1 – Solver audiences engaged
Indicators 1.1a and 1.1b
<p><i>Description of indicators and measurement units</i></p> <p>Engagement on behalf of solvers will be defined and measured by the following indicators:</p> <ul style="list-style-type: none"> a) Number of applicant registrations – the total number of applicants that create a profile on the Challenge website, whether or not a Concept Note or Prize Application is ultimately submitted; and b) Percentage of registered applicants that submit Concept Notes – the share of individuals and organizations that created an applicant profile that went on to submit at least one Concept Note.
<p><i>Source of data and descriptions of obtaining data</i></p> <p>All data regarding registered applicants will be obtained via the Challenge website management dashboard.</p>
<p><i>Justification of targets</i></p> <ul style="list-style-type: none"> a) Number of applicant registrations (350): This target was set based on the fact that USAID’s Desal Prize had 210 registered users and the Challenge is designed to have a broader focus and therefore attract more applicants. b) Percentage of registered applicants that submit Concept Notes (35%): This target was set based on previous experience with USAID’s Desal Prize where 32% of registered applicants applied to the competition.
<p><i>Assumptions and constraints</i></p> <ul style="list-style-type: none"> • The application registration process is easily understood and not overly burdensome. • Communications effectively target potential applicants.
Result 1.1.1 – Effective Communications
Indicator 1.1.1a through 1.1.1d
<p><i>Description of indicators and measurement units</i></p> <p>Effective communications are defined as how successful communication and outreach efforts are in raising awareness about the Challenge and generating the interest of potential applicants. Indicators related to effective communications are defined below, and encompass the life of the project:</p> <ul style="list-style-type: none"> a) Klout score – a measure of overall influence on a scale of 1 to 100, with 100 being the most influential, based on an analysis of one or multiple social networks based on engagement. Influence is defined as the ability to drive action, such as sharing a picture that triggers comments or tweeting about a restaurant that causes your followers to go try it for themselves; b) Number of social media followers – the number of social media followers across Facebook, Twitter, and LinkedIn that have connected with the respective Challenge

<p>social media outlets;</p> <p>c) Number of unique website visitors – the number of unique website visitors that have viewed the Challenge website since the public launch on March 3, 2015; and</p> <p>d) Number of online mentions by partners and social media followers – the number of online mentions, including press releases and social media mentions that are posted by Challenge partners or social media followers.</p>
<p><i>Source of data and descriptions of obtaining data</i></p> <p>The source of data for each respective indicator under Sub-Result 1, Effective Communications, is listed below:</p> <p>a) Klout score – Klout.com;</p> <p>b) Number of social media followers – tracked via the profile page of each respective social media account, including Twitter, Facebook and LinkedIn;</p> <p>c) Number of unique website visitors – tracked via Google Analytics dashboard; and</p> <p>d) Number of online mentions by partners and social media followers– tracked daily and documented in the Outreach Tracker.</p>
<p><i>Justification of targets</i></p> <p>a) Klout Score (55): According to Klout, the average score is 40, and users with a score of at least 63 are in the top 5% of all users. Based on this information, a target of 55 was set over the life of the project.</p> <p>b) Number of social media followers (1,700): This target was set using USAID’s Ebola Grand Challenge as a benchmark, which attracted 1257 Facebook and Twitter followers. A target of 1700 was set to reflect the broader focus of the Challenge.</p> <p>c) Number of unique website visitors (35,000): This target was set partly based on the fact that we wanted at least 350 applicant profiles, and with the understanding that most websites have a 3% conversion rate. If we look at conversions as website visitors that create a profile, this would require at least 11,600 website visitors to result in 350 applicant profiles. However, given that the application period is only in year one of the project, we tripled this target and rounded up to 35,000 unique website visitors over the life of the project.</p> <p>d) Number of online mentions by partners and social media followers (975): This target is based on a “snapshot” of online mentions in early June (85) and then projected outward taking into consideration the different phases of the Challenge and the total life of the project. The projection, which reflects the lack of data from other Challenges for comparison, is based on a figure that seemed satisfactory at that time.</p>
<p><i>Assumptions and constraints</i></p>

- Social media is the most effective outreach tool to reach our targeted audiences.
- Communications messaging is compelling.
- The third option year is granted.

Objective 2 – Appropriate technologies to combat wildlife trafficking accelerated to scale

Indicator 2 – Number of solutions accelerated to the next stage of innovation

Description of indicators and measurement units

All indicators for this objective and the results that follow will be measured in terms of improvement across all of the solutions sourced, as opposed to each individual solution. The number of solutions accelerated to the next stage of innovation is defined as the number of completed solutions that move from one stage of innovation to the next. The stages of innovation, as defined in the Concept Note application, are as follows:

- a) Proof of Concept – a stage of innovation where the basic technical and financial feasibility of an approach has been articulated, but where an initial model remains to be built and/or validated through testing;
- b) Product Development – a stage of innovation where a concept that has been validated technically refines its features and business plans and successfully enters a market; and
- c) Scaling – a stage of innovation where a product or service has successfully entered a market and is either expanding its number of users or entering additional markets.

Justification of targets

Number of solutions accelerated to the next stage of innovation (2): The Challenge is expected to produce at least 20 Prize Winners. In the world of social impact investing, it is standard for 10% of investments to yield successful products or services, which would result in at least two successful Prize Winners, which in this case is defined as accelerating to the next stage of innovation.

Source of data and descriptions of obtaining data

The Scale Advisors assigned to guide Prize Winners through the scale phase will be the main source of data for indicators listed above.

Assumptions and constraints

- The third option year is granted.
- Prize and Grand Prize Winners remain engaged after Prizes are awarded.
- The technical review and judging process works sufficiently well that only those solutions whose technology, purpose, and level of complexity are right for their context pass though.

Intermediate Result 2.1 – Access to finance improved

Indicator 2.1a – Dollars of scale resources leveraged.

Description of indicator and measurement unit

- a) The total amount of resources, monetary and in-kind, leveraged for scaling purposes, outside of those provided by the Challenge (Prize or Grand Prize awards, technical

assistance, etc.). In-kind resources will be assigned an estimated monetary value through a process that will be agreed with USAID.
<p><i>Source of data and descriptions of obtaining data</i></p> <p>All grant awardees will be asked to include this figure and supporting documentation within the final report to be submitted to Integra in accordance with their grant agreement.</p>
<p><i>Justification of targets</i></p> <p>a) Dollar of Scale Resources leveraged: The Challenge is expected to produce at least 20 Prize Winners. In the world of social impact investing, it is standard for 10% of investments to yield successful products or services, which would result in at least two Prize Winners that receive additional funding. Assuming that the majority of Concept Note applications are at the Proof of Concept stage, these innovations will likely be looking for funding at the level of the Angel Investor, for which a common ask is \$50,000. Accordingly, we assume that two Prize Winners would meet their funding goals, totalling \$100,000.</p>
<p><i>Assumptions and constraints</i></p> <ul style="list-style-type: none"> • All awardees will make an effort to secure scale resources outside of those provided as part of their Prize Package. • There is a community of interested investors that the CIT is able to reach. • The WCTC Concept Note selection process adequately identifies impactful and scalable solutions. • The technical review and judging process is properly implemented. • The third option year is granted.
Intermediate Result 2.2 – Business, communications, and technology skills improved
Indicators 2.2a through 2.2d
<p><i>Description of indicator and measurement unit</i></p> <p>This IR will track how well the business and related skills of the Prize Winners are improved through technical assistance. Although the specific set of skills to be improved will vary for each Prize Winner, and will be determined in consultation with each Prize Winner's Scale Advisor, the following indicators are generalizable across the portfolio of solutions. This means that although each indicator may not apply to each solution, enough indicators are likely to apply to enough solutions to generate a broad picture of the effectiveness of scaling support. For each of the below indicators, we will also report the number (and percentage) of solutions to which they were applicable:</p> <p>a) Number of new winning technology versions released – the number of publicly released versions of winning technologies that are created with support from the Challenge;</p> <p>b) Average monthly increase in Prize Winner website traffic – the percentage difference in Prize Winners' website traffic in the last three months of their involvement with the Challenge (average of the three months) as compared to the month of award, or first</p>

month of measurement;

- c) Number of scaling milestones completed – all Prize Winners agree to solution development milestones with their scale advisors. These will be documented and the Scale Advisor will track how many are successfully completed. Each milestone should represent the result of a significant effort on the part of the applicant; and
- d) Percentage of Prize Winners that receive technical assistance that report improvements in business, communications, or technology skills attributed to the Challenge – the percentage of Prize Winners that report improvements out of those that complete an Acceleration Work Plan and receive technical assistance through the Challenge.

Source of data and descriptions of obtaining data

The data for these indicators will be collected largely through the Scale Advisors, who will ask for the inputs from the Prize Winners themselves. The Scale Advisor will require verification of each report, either by seeing new technology releases, looking at Google Analytics, or by another method consistent with an individual Prize Winner's unique scaling milestone.

Justification of targets

- a) Number of new winning technology versions released (5): This target was designed to capture cumulative efforts of the approximately 20 Prize Winners. We anticipate that approximately half of the Prize Winners will be software solutions, based on the share in Concept Note applications received. Given that the majority of Concept Note applications are expected to be at the proof of concept stage, we anticipate that a principal activity of software solutions in the scale phase will be refining their product. This occurs in discrete stages that we could easily track – public version releases. We set this target based on the assumption that half of the estimated 10 software solutions would put forth significant effort towards version releases with challenge support. This would make five total new versions released.
- b) Average monthly increase in winner website traffic (25%): One of the goals of our scaling support is to provide increased recognition and credibility for Prize Winners. Web traffic is a good proxy for the former, and becoming more of an indicator for the latter. However, we anticipate that there will be a large number of Prize Winners whose web traffic will already be so high that we will not be able to make a dent (e.g. ZSL) Accordingly, we set a target that would account for a near 100% increase in traffic to lesser well-known entities, allowing for the large Prize Winners to pull down the average increase significantly.
- c) Number of scaling milestones completed (25): During the first few months after Prize Winners are announced, they will develop an Acceleration Work Plan. This plan will contain milestones that each Prize Winner will work to achieve over the next several months, and over the life of the full year ahead. The target was set based on the objective that with Challenge support, each Prize Winner would achieve at least one major milestone, and a few Prize Winners would achieve two.

<p>d) Percentage of Prize Winners that receive technical assistance that report improvements in business, communications or technology skills attributed to the Challenge (80%): We set this target based on the assumption that there will be some very large Prize Winners whose business is so big that any technical support will offer only marginal improvement in the overall status quo.</p>
<p><i>Assumptions and constraints</i></p> <ul style="list-style-type: none"> • Prize Winners are interested in receiving technical assistance and are willing to work with Scale Advisors to set milestones. • Technical assistance provided is effective. • The majority of Prize Winners have, or will have, a website. • Prize Winners and/or their solutions will use Google Analytics. • The CIT will be granted access to the Prize Winners' Google Analytics pages. • The third option year is granted.
<p>Interim Result 2.3 – Acceleration partnerships created</p>
<p>Indicator 2.3a – Number of acceleration partnerships created</p>
<p><i>Description of indicator and measurement unit</i></p> <p>a) An acceleration partnership is defined as any agreement between a Prize Winner and a stakeholder, outside of the Prize Winner's relationship with the Challenge, which assists in the acceleration to scale of a respective solution. The definition of partnership is broad. It must have progressed beyond an introduction to involve the rendering of services, but a written agreement between the two parties will not be required. Claimed partnerships will be subject to two validation tests – there must be an agreed service rendered and the counterparty must also view it as a partnership.</p>
<p><i>Source of data and descriptions of obtaining data</i></p> <p>The Scale Advisors assigned to guide Prize Winners through the scale phase will be the main source of information for partnerships created. The Prize Winners will also be asked to report on this figure through progress reports.</p>
<p><i>Justification of targets</i></p> <p>Number of Acceleration Partnerships Created (5): Of the approximately 20 Prize Winners, we assume half will be at the “scaling” stage of innovation, where partnerships are likely to be more appropriate. Of the estimated 10 Prize Winners at the scaling stage, we anticipate that half will work with the Challenge after money is awarded. Accordingly, our goal is five partnerships. .</p>
<p><i>Assumptions and constraints</i></p> <ul style="list-style-type: none"> • There is a community of interested investors that the CIT will successfully tap. • Partners are effectively reached. • Winners are credible enough to attract and secure partners. • Winners maintain communication and contact with the CIT. • The third option year is granted.